Testing Innovation Opportunities and Organizational Readiness
ESM 233, Spring 2023

Class: M 12:30-1:45 pm
BH 1520

Instructor: Emily Cotter
Office: BH 3406
Office Hours: Th 11:00am-12:00 pm and by appointment
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Course Description
ESM 233 is designed for students to gain experience testing a business model innovation that integrates corporate ESG/sustainability factors. In this practicum, students will continue exploring an innovation idea for a specific company, identified in ESM 231, and test their business model hypotheses to reduce the risk and uncertainty of the business idea. Working on a team with an industry advisor, students will track their work on the “Innovation Project Scorecard” to assess strategic fit, risk reduction and financial potential. In addition, students will determine sustainability impact as the business model evolves.

Teams will de-risk their business idea by going out into the real world, talking to customers and collecting evidence. In an iterative process, teams will go back and forth between designing and testing their idea. The insights gained from this testing will help them make evidence-based business model decisions. Students will also conduct research to understand the corporate culture at the specific company and create a culture map to assess the company’s leadership support, organizational design, and innovation practice to determine innovation readiness.

Course Objectives
- Gain practical experience testing and de-risking a business idea, using the “Business Model Canvas” and “Innovation Project Scorecard.”
- Develop analytical and critical thinking skills through the process of testing a business idea that integrates ESG/sustainability factors and assessing innovation readiness.
- Learn how a company’s existing culture can enable or block innovation.

Course Software
Box – File Sharing Service
Gauchospace – Learning Management System
Google Drive – File Storage and Synchronization Service
Zoom – Online Conference System
Slack – Messaging Application
Required Reading
Harvard Business Publishing Coursepack
Cases are listed in the schedule below. See course entitled “Testing Innovation Opportunities (ESM 233, S23)” on Harvard Business Publishing site at:

https://hbsp.harvard.edu/import/1042103

All the readings are listed under the Harvard course entitled “Testing Innovation Opportunities (ESM 233, S23).” Each Harvard reading costs $4.25-7.95. The total approximate cost for the coursepack is $20.70 (paid directly to Harvard Business Publishing).

All other required reading will be made available via download on GauchoSpace.

Optional Reading
The Invincible Company
Alexander Osterwalder, Yves Pigneur, Fred Etiemble and Alan Smith
https://www.strategyzer.com/books/the-invincible-company

Testing Business Ideas
David J. Bland and Alex Osterwalder
https://www.strategyzer.com/books/testing-business-ideas-david-j-bland

Course Assessment

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<thead>
<tr>
<th>Assessment</th>
<th>Individual Contribution</th>
<th>Project/Team Contribution</th>
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<tbody>
<tr>
<td>Attendance and Participation</td>
<td>300 points (15%)</td>
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<tr>
<td>• Class Attendance</td>
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<td>• In-Class Discussions</td>
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<td>• In-Class Lab</td>
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<td>• In-Class Presentations</td>
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<tr>
<td>Innovation Project:</td>
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<tr>
<td>Initial Innovation Risk Assessment Presentation</td>
<td>100 points (5%)</td>
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<tr>
<td>Sprint 1 Interview Summaries</td>
<td>200 points (10%)</td>
<td>100 points (5%)</td>
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<td>Sprint 1 Progress Report</td>
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<td>200 points (10%)</td>
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<tr>
<td>Sprint 2 Interview Summaries</td>
<td>200 points (10%)</td>
<td>200 points (10%)</td>
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<tr>
<td>Sprint 2 Progress Report</td>
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<td>200 points (10%)</td>
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<tr>
<td>Final Presentation</td>
<td>300 points (15%)</td>
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<tr>
<td>Final Culture Map</td>
<td>200 points (10%)</td>
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<tr>
<td>Final Project Scorecard</td>
<td>200 points (10%)</td>
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<tr>
<td>TOTAL</td>
<td>300 points (15%)</td>
<td>400 points (20%)</td>
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<td>GRAND TOTAL</td>
<td>2,000 points (100%)</td>
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Attendance and Participation
Students are expected to attend every class. Attendance and participation will account for 15% of your grade (max. 300 points). Participation is evaluated in several ways. Obviously, participation is correlated
with attendance. It is impossible to earn participation points if a student is not in class. Students remain responsible for submitting work due even if absent. Students should e-mail the instructor prior to any missed class. Students remain responsible for the material covered and assignments given during an absence. Attendance at all class sessions is critical to the learning process and the participation component of the course. Entrepreneurship is a collaborative and interactive process. Entrepreneurs find opportunities, adapt, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day’s activities.

The deadline is at the beginning of class (i.e., 12:30 pm) on the due date listed for each assignment, unless otherwise instructed. Assignments submitted after the deadline but within 24 hours will lose 5% of the total points; after that, an additional 5% for each day that the assignment is late.

**Innovation Project**

Working on an Innovation Project team, students will continue their research on a specific company with an industry advisor. Teams will work collaboratively to test their business idea and track their progress towards assessing strategic fit, risk reduction and financial potential. Innovation Project Teams should be comprised of three to six people. Teams are encouraged to select a Project Manager who will be responsible for helping the team perform at its highest level. This involves removing any impediments to progress, facilitating meetings, and making sure the team is organized and working efficiently during each sprint. Each team will have a private channel on Slack for communication and collaboration.

During the quarter, students will conduct research in two 4-week long “sprints,” as follows:

<table>
<thead>
<tr>
<th>Sprint Period</th>
<th>Sprint Length</th>
<th>Presentation Date</th>
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<tbody>
<tr>
<td>Sprint 1: 4/10/23 to 5/5/23</td>
<td>4 weeks</td>
<td>5/8/23</td>
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<tr>
<td>Sprint 2: 5/8/23 to 6/2/23</td>
<td>4 weeks</td>
<td>TBD*</td>
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*The Innovation Project Final Presentation will be given to a panel of business leaders, innovators, and investors at the end of Spring Quarter, but the exact date/time is TBD.*

The goal of these sprints is to “get out of the building” and talk to industry experts or potential customers face-to-face (or via Zoom). Students should set milestones for each sprint (e.g., interview 5 industry experts and 5 potential customers during Sprint 1). During each sprint, teams should aim to interview at least 10-15 industry experts and/or potential customers. The required minimum for each student will be 3 interviews per sprint. On each presentation day, students will report what they learned through their research.

**Description of Course Assignments**

**Initial Innovation Risk Assessment Presentation**

Each team will give an Initial Innovation Risk Assessment Presentation in class on Mon 4/17/23. Specific guidelines for the Initial Innovation Risk Assessment Presentation will be posted on GauchoSpace.

A soft copy of the Initial Innovation Risk Assessment Presentation must be uploaded onto GauchoSpace by 12:30 PM on Mon 4/17/23. The Initial Innovation Risk Assessment Presentation will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

Please use the following format for submission of your team’s presentation:

Initial Risk Assessment (Team Name)
Interview Summaries
Students will demonstrate their analytical skills and their ability to perform qualitative research through interviews with industry experts or potential customers. Each student is required to participate in at least 3 interviews per sprint. You may have more than one team member participate in an interview and work together on the interview summary. However, each team is required to have a minimum number of interviews per sprint, equal to 3 interviews per team member. For example, a team of 4 students must conduct a minimum of 12 interviews during a given sprint.

An interview summary should be submitted for each interview conducted. It is a brief report of the key insights from an interview with an academic expert, industry expert or potential customer. Be sure to list all students who participated as interviewees. Students should be prepared to provide a link to the full interview (e.g., transcribed interview from Zoom), in case anyone would like to read the full transcript. You will create an “Interview Summary” post in the relevant research channel(s) within the Tue esm233s23 workspace on Slack. For further instructions, see “Submit Your Interview Summary by Post” in #tips-for-slack.

Your interview summaries for Sprint 1 must be completed by 12:30 PM on Mon 5/8/23. These Interview Summaries will account for 10% of your grade (max. 200 points).

Your interview summaries for Sprint 2 must be completed by 12:30 PM on Mon 6/5/23. These Interview Summaries will account for 10% of your grade (max. 200 points).

Progress Reports
At the end of each sprint, a Progress Report will be submitted by each team/project. The Progress Report will state the research focus and goals for the reported sprint, then summarize what was learned through research and the team’s key takeaways. The Progress Report should include an analysis of any new or abandoned ideas on the team’s Portfolio Map.

Each team will create a “Progress Report” post in their private team/project channel within the esm233s23 workspace on Slack. For further instructions, see “Submit Your Team’s Progress Report by Post” in #tips-for-slack.

A progress report for Sprint 1 must be completed by 12:30 PM on Mon 5/8/23. This Progress Report will account for 5% of your grade (max. 100 points). These points will be the same for each team member.

A progress report for Sprint 2 must be completed by 12:30 PM on Mon 6/5/23. This Progress Report will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Presentations
Each team will give one Sprint Presentation in class on Mon 5/8/23 and one Final Presentation to an expert panel at the end of Spring Quarter (date/time TBD). The Final Presentation will be judged by a panel of experts (business leaders, innovators, and investors). Specific guidelines for the Sprint Presentation and Final Presentation will be posted on GauchoSpace.

A soft copy of the Sprint Presentation must be uploaded onto GauchoSpace by Mon 5/8/23. The Sprint Presentation will account for 10% of your grade (max. 200 points). These points will be the same for each team member.
A soft copy of the Final Presentation must be uploaded onto GauchoSpace by 8:00 AM on the day of the final presentation (date/time TBD). The Final Presentation will account for 15% of your grade (max. 300 points). These points will be the same for each team member.

Please use the following format for submission of your team’s presentations:
Sprint Presentation_(Team Name)
Final Presentation_(Team Name)

Final Culture Map
At the end of this course, each team will submit a Final Culture Map. Specific guidelines for the Final Culture Map will be posted on GauchoSpace. Each team will upload their Final Culture Map in their private team/project channel within the esm233s23 workspace on Slack. A Final Culture Map must be completed by 5:00 PM on Fri 6/16/23.

This Final Culture Map will account for 10% of your grade (max. 200 points). These points will be the same for each team member.

Final Innovation Project Scorecard
At the end of this course, each team will submit a Final Innovation Project Scorecard. Specific guidelines for the Final Innovation Project Scorecard will be posted on GauchoSpace. Each team will upload their Final Innovation Project Scorecard in their private team/project channel within the esm233s23 workspace on Slack. A Final Innovation Project Scorecard must be completed by 5:00 PM on Fri 6/16/23.

This Final Final Innovation Project Scorecard will account for 10% of your grade (max. 200 points). These points will be the same for each team member.